

# bulletin

THE VDOT ONLINE EMPLOYEE NEWSPAPER

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# VDOT completes most extensive reorganization ever

The department has completed a wide-ranging reorganization of top leadership posts and Central Office divisions that is unparalleled in its history.

VDOT's top management tier, reporting to the commissioner, now consists of six chiefs, each one directing a group of functionally similar divisions. Those six chief areas of responsibility are:

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Commissioner Philip Shucet launched the reorganization effort soon after his arrival last April, following Gov. Mark Warner's commitment to VDOT's restructuring as a priority of his administration. Criteria for the reorganization were more definite lines of authority, and thus accountability; more effective product delivery; efficient resource allocation; and customer service.

## Orange is (on its way) Out! VDOT trucks turning white

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# Never Quit

I don't know how America – and Americans - will react to the tragedy of the shuttle *Columbia* on February 1, 2003. Some reactions will be based on facts; others on emotions. Still yet, some will be based on politics.

My hope is that most reactions, the ones that really count, will be rooted in the spirit that truly makes all women and men around the globe *one people*.

*If there can be any good  
from tragedy, it is the  
opportunity it presents to  
bring us together. They  
are reminders that a full  
life faces risk.*

We are born with a sense of wonder. We are born with a sense of excitement. Swinging on branches. Diving from rocks into rivers, lakes, and streams. Reading. Studying. Calculating. Staring at the stars. How fast can I go? How deep is it? How does it work? How can I build it? How far can I travel? All questions that urge us beyond the present into the future.

Among the wonder and excitement, danger always looms. Sickness. Starvation. Homelessness. War and threats of war. These tragedies belong to all of us. They aren't reserved for "other" countries, or "other people." These tragedies are blind to race, religion and geographical boundaries.

If there can be any good from tragedy, it is the opportunity it presents to bring us together. They are reminders that a full life faces risk. The goal is always to succeed – flawlessly – but the realities of danger are there. And those realities feed the innate sense of wonder and excitement that fill our souls from the day of our birth. A circle of wonder and fulfillment; only to breed more wonder.

The seven astronauts of *Columbia*, the seven astronauts of *Challenger*, and the three astronauts of *Apollo I* are clearly heroes. So are Alan Sheppard, John Glenn, Neil Armstrong, Sally Ride and every other woman and man who has made, or will make, the journey to space.

Never quit. Never seek less than your best. We owe that much to the people who set the bar high, and gave their lives to cross it.

Philip



A special message from  
Commissioner Philip A. Shucet

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# News Briefs

## Orange is (on its way) Out! VDOT trucks turning white



You aren't color-confused if you begin seeing white VDOT trucks this year.

After specifying a particular orange for the department's vehicles since the 1950s, VDOT is initiating a cost-saving measure this year by taking trucks off the assembly line in the manufacturer's customary color--white!

So VDOT will have approximately 465 new white trucks. Savings on the purchase of them amount to about \$250,000. There will be savings years later, too; when the white trucks are auctioned at the end of their service, they will have higher resale value than the orange trucks. Meanwhile, orange trucks in the inventory will continue to be used until their replacement time.

The white trucks will still have high visibility and reflectivity, equipment specialists say, even in a snow storm. In fact, VDOT's research before the decision to change colors showed that white trucks have increased visibility because the lights and reflective devices on the trucks will show up in sharper contrast. Lights for the trucks will be the same as for the orange.

The new trucks will continue to be marked with VDOT's logo. The decal background is white with black lettering.

Other equipment, such as tractors, also will be purchased in the manufacturers' standard colors.

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## VDOT and UVA will develop new systems Grant Will Make 'Smart' Traffic Data Smarter

Researchers for VDOT and the University of Virginia (UVA) Center for Transportation Studies have been awarded a \$1 million grant to make vast amounts of available traffic data more useful to transportation planners and traffic engineers.

That data is collected continuously by intelligent transportation technologies on many of Virginia's heavily traveled highways through VDOT's "Smart Travel Program." The data includes traffic volumes, speeds, and incidents-information used daily by traffic controllers to manage traffic congestion.

"Until recently that data was discarded after its initial use," explains Dr. Gary Allen, director of VDOT's Transportation Research Council. "Now, however, researchers intend to develop new systems to assess that data and use it for more scientific transportation planning. The grant will enable development of these systems by VDOT and UVA."

Working in the Smart Travel Lab on the UVA grounds, researchers at the university's Center for Transportation Studies and VDOT's Transportation Research Council receive traffic data from three "smart traffic centers." Those centers-in Northern Virginia, Hampton Roads, and Richmond-transmit real-time data and video of traffic to the Smart Travel Lab, where it is archived. With funding from the grant, the effectiveness of the lab's archiving methods and its prototype analyzing systems will be tested.

"Employed in this effort is sophisticated, cutting-edge technology not used by other departments of transportation," notes Dr. Brian Smith,

university director of the Smart Travel Lab. "Our selection by the Federal Highway Administration confirms that the unique partnership between UVA and VDOT is bringing innovation, and ultimately improved transportation, to the citizens of Virginia. This project will help VDOT to better operate, plan, and manage the environmental impacts of the surface transportation system."

The analyzed data not only will be used to better understand the dynamics of traffic for highway planning, it also will be valuable for determining new strategies to reduce traffic-generated pollution. In addition, the new systems will make the archived data accessible through the Internet to engineers, metropolitan planning organizations, businesses, and citizens.

VDOT received the grant, the only one awarded to a department of transportation, after national competition for it. VDOT will match the grant with approximately \$300,000. Also supporting the research is Open Roads Consulting in Chesapeake, which will develop software for the new systems, and George Mason University, which will assist in data analysis.

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# Brook Run work in national competition



The American Council of Engineering Companies has awarded VDOT and the Louis Berger Group a "Grand Award" for archaeology at the Brook Run Paleo-Indian site and the engineering redesign of Route 3. The award was made in the Engineering Excellence Award competition in Virginia. The work of VDOT and Berger is now being judged in national competition for an award to be presented in March.

**Learn more about this major archaeological find by downloading this video. (Requires media player, 3.3MB. ) >>>**

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# Business

## Quarterly Report and Dashboard are...

# Keeping VDOT accountable—publicly!

Stepping forward on a very public path of accountability, Commissioner Philip Shucet unveiled VDOT's first true business report at the Jan. 15 Commonwealth Transportation Board workshop.

"When I joined VDOT in 2002, my charge was to restore credibility to Virginia's transportation program," the Commissioner said before the workshop. "The first step is holding VDOT publicly accountable for doing its job - delivering Virginia's transportation construction and maintenance projects on time and on budget. This report represents a straightforward accounting of our performance. No games. No showmanship. No excuses. No exceptions."

The first report, which reflects VDOT's performance during the first two quarters of Fiscal Year 2003, serves as a benchmark that will be updated quarterly. The report objectively shows the number and percent of construction and maintenance projects completed on time and on budget as well as the work order trends, which can affect a project's schedule and cost. It also reflects how many projects were environmentally compliant and how the number of deficient bridges is decreasing.

The majority of the report's charts show monthly progress. Each month, district and division managers will receive more detailed reports showing each district's performance.

The report gives a snapshot of VDOT's financial standing. A summary from VDOT's new project-information tool, the Dashboard, reports the agency's ability to meet 24-month advertisement schedules, construction contract deadlines and construction contract award amounts during the reporting period. The public can see and use the Dashboard on VirginiaDOT.org in March (see story below).

"The report quickly and simply shows how well we are - or aren't - doing our jobs," the Commissioner said. "Frankly, the results are not exactly stellar. But they are the truth. The information isn't necessarily a cause for celebration - the celebration is in producing the report itself."

The Commissioner's presentation can be seen on VirginiaDOT.org, along with background about the report and its charts.

## Project budgets, schedules on the Internet in March

# Dashboard signals when projects are on track, at risk

Soon the public will see what has so many VDOTers' rapt attention - the on-line, user-friendly project [Dashboard](#) (click for internal version). The Dashboard, which was developed in-house last fall to provide daily information on projects' status, will be available on VirginiaDOT.org in March.

A vehicle dashboard warns a driver when something is wrong in time to correct it. The project Dashboard uses the red, yellow and green lights of traffic signals to indicate when a project is at risk of falling behind schedule or going over budget. It's the VDOT project manager's job to get it back on track.

By simply clicking or scrolling through Web pages, viewers can see project details never before so easily obtained. The Dashboard pulls data from several complex databases, which are fed from all over the state, into a single common information source. It monitors project budgets and schedules, project advertisement schedules for contractor bidding, and work orders.

"We expect local government officials and citizens in project areas to be particularly interested in using the Dashboard," says Frank Gee, chief engineer of operations. "It will give them more detailed and timely information on their projects than they could get before, without having to call or visit their local VDOT office."

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## VDOTers in profile: *They Keep Virginia Moving*



**Sandra Banks**



**John DePasquale**



**Jim Cline**



**Sandy Myers**



**Crystal Pennington**



**Bobby Perdue**



**Ken 'Snoop' Seward**

# They Keep Virginia Moving

## Sandra Banks, Emergency Coordinator

A recent caller to the Highway Helpline got the right person at the right time when she reached Emergency Coordinator Sandra Banks. The caller wanted to know about road conditions on I-95, but happened to mention she was headed to New York City and didn't know exactly how to get there."

"This caller was in luck because I go shopping in Manhattan about every other month, Banks said. "I could tell her which exit to take, where to park and how much it would cost her to park there."

### VDOTer in Profile:

Banks is one of about seven employees who work full-time in the Emergency Operations Center (EOC) on the 4th floor of the Central Highway Building in downtown Richmond where the Highway Helpline is answered. The center is also staffed by trained volunteers during emergency weather and traffic

situations.

The EOC is a large room filled with banks of desks and telephones that can accommodate up to 15 "augmentees" in addition to the six regular and two temporary employees. It is staffed 24 hours a day, seven days a week. Banks has been working in the EOC for five years.

If citizens have a question about road conditions or construction projects, they can dial the automated voice activated Highway Helpline at 1-800-367-ROAD. Up-to-the minute accident information is recorded by Banks and other EOC employees. Travelers can also access information about road conditions, traffic advisories, ferry schedules and even the transportation of hazardous materials through tunnels. Or, if they prefer, they can stay on the line and talk to an EOC operator.

Citizens can also fill out a report on-line at for work that needs to be done by VDOT such as tree trimming, debris removal or pothole filling. Summer time is a relatively slow period for the Emergency Operations Center, but a winter storm or major accident can bring on thousands of calls.

**How I Keep Virginia Moving:** "We are an information hub for the state. If there is traffic or construction or if there is a problem such as a fallen tree, flooded roads or ice and snow removal, we are the people who get those phone calls."

**Off the Job:** In her spare time, Banks is taking a Web design class at J. Sargeant Reynolds Community College.

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# They Keep Virginia Moving

## John DePasquale Assistant District Engineer, Construction

When John DePasquale, assistant district engineer for Construction, came to Northern Virginia from the Culpeper District in 1996, he was amazed by the sheer volume, complexity of issues and rapid-fire situations that were presented to him.

"It is just non-stop here," DePasquale said. "Just when you think you are on top of things, something else is thrown at you. You are like a surfer on a wave...any moment you will be tumbled around on the white water."

DePasquale typically arrives at his office in Chantilly between 6 and 6:30 a.m. There are usually various files to review, and he must prioritize and determine which issues require his immediate attention. It may be a construction project or an operational issue such as a policy or the budget that first demands his time. He also checks in with the district administrator and deputy district administrator to find out what the day's focus should be.



### VDOTer in Profile:

"We decide what's hot and what's not, what needs to be done today, and what we can deliver for tomorrow," he said. "The work we do on a day-to-day basis requires intense scrutiny and focus. We have to make sure we are communicating on many different levels."

Current major projects on the table include the Route 123 widening project in Fairfax and Prince William counties and the interchange where I-95, 395 and 495 come together. On DePasquale's office wall is the 1999 Commissioner's Award of Excellence for the Springfield Interchange Information Center.

DePasquale meets at least once a month out in the field with the construction teams on each project. He has the responsibility of making sure that the projects are completed on time and on budget while also being responsive to citizens.

"The job can be 24/7 when you are with VDOT," he said. "It can follow you home on the weekends. These are large operations, so if something goes wrong or if there is snow or other inclement weather, you've got to be connected."

**How I Keep Virginia Moving:** "Construction is not easy. Problems arise, and it's my job to create solutions and help everyone work through the process."

**Off the Job:** DePasquale is married and has two boys, 6 ½ and 7 ½ years old. He coaches baseball and soccer and is learning how to coach wrestling.

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# They Keep Virginia Moving

## James A. "Jim" Cline, Assistant Division Administrator Asset Management



When James A. "Jim" Cline, assistant division administrator for Asset Management, joined VDOT in 1961, he made \$1.15 an hour. He stayed in a boarding house on Bristol Highway for \$20 a week that included three meals a day. Every weekend, he got a lift halfway home to Hansonville, and hitchhiked the rest of the way (about 25 to 30 miles) to his home in Coeburn, Virginia. He did this for two years until he was transferred in 1963 to the Wise residency as a survey party levelman where he stayed for five years.

"In August 1968, my supervisor told me I had been promoted to road design table head in the Preliminary Engineering Department," Cline said. "He said I had to be there (in Richmond) by Aug. 16. I said, 'Do I have a choice?' He said, 'No.'"

### VDOTer in Profile:

After 18 years in preliminary engineering, Cline transferred to the Chesterfield Residency in 1986. He moved to the Central Office in Richmond in August 1991 and has been keeping Virginia moving from the Central Office ever since.

"My heart is where the rubber meets the road," Cline said. "I've been on the Truck Rodeo Committee since it started 13 years ago."

Today, Cline is assistant division administrator of Asset Management. He supervises people who maintain VDOT's assets including roads, bridges, equipment and even grass. He also supervises sections that handle maintenance contracts, rest areas, tunnels, roads and other facilities.

"I've got all the headaches," Cline said with a chuckle. "I just take it as the day goes by and let it roll."

Cline also oversees hauling permits for oversized truck loads moving through Virginia, as well as land use permits for utility companies working in highway rights of way.

**How I Keep Virginia Moving:** "Every oversized load that moves through Virginia requires a hauling permit. We approve 90 to 100,000 hauling permits per year and 15 to 20,000 land use permits per year."

**Off the Job:** "My wife has been retired for three years and she has a long list of things for me to do. When I get one off the top, she adds two more to the bottom."

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# They Keep Virginia Moving



## Sandy Myers, Public Relations Manager

Sandy Myers, public relations manager in the Staunton District, had been working as a promotions coordinator in programming for WVPT in Harrisonburg for less than a year when she applied for the first public affairs position in VDOT's Staunton District in 1989.

"I didn't even tell my husband," Myers said. "You could have knocked me over with a feather when they called to tell me I got the job! That was when the districts first started hiring PR folks. Up until that point, they were only in Northern Virginia."

Today each of VDOT's nine districts has a public relations administrator. Myers, and fellow JMU grad Eric Gorton, keep the lines of communication open in the Staunton District. Myers' primary focus is in conveying VDOT's plans and progress about construction and maintenance there particularly along the I-81 corridor. It is her responsibility to communicate transportation issues, project information and road conditions to the media, community activists and the general public.

### VDOTer in Profile:

"It's really interesting when we have snow or ice conditions and get up at 4:30 in the morning," Myers said. "We need to gather information to get it out in time for the 5 or 6 a.m. news, but [thanks to technology]...we can now do a lot of it from home."

Myers also serves as chairman of public relations sub-committees including the I-81 Information Technology Services Committee that encompasses the new 511 real-time traffic/travel information service.

Virginia is one of only seven states selected to pilot the 511 service for the Federal Communications Commission (FCC). By dialing 511, I-81 corridor travelers can access Virginia's first voice-activated travel information service and get around-the-clock, real-time traffic and road condition updates. It also links travelers with a variety of travel services such as lodging, attractions, hospitals, pharmacies and towing services.

**How I Keep Virginia Moving:** "The basic core of everything I do is information. It has to be current and accurate, so that VDOT is known as the place to go for reliable information."

**Off the Job:** Reading and computer graphic design.

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# They Keep Virginia Moving



## Crystal Pennington, Transportation Inspector Construction Senior

Crystal Pennington, transportation inspector construction senior, may have once felt pretty alone working in a man's world, but after 14 years in VDOT's maintenance or construction departments, this is her world now. She joined VDOT's maintenance group in Petersburg in 1988. She moved to the Chesterfield Residency in 1997, and has been there ever since.

"When I started here, there was only one other female in the Chesterfield Residency," Pennington said. "Just a few years ago, one of the men working for a contractor said I needed to go back to the office where I came from! Now...a lot of the contractors know me, and I don't have to prove myself over and over."

Pennington handles quality assurance, right of way and environmental issues as well as customer service issues for property owners on any given project. She is currently working on the Route 288 project where it ties in with Powhite Parkway (Route 76).

### VDOTer in Profile:

"We work with the contractor on location and design," she said. "We do testing on the materials and make sure they meet minimum specification requirements and that the contractor is following good construction practices."

In addition to performing quality assurance tasks, Pennington makes sure the contractor is paid properly for the job. "There are specific items the contractor is paid for during construction. If he puts in 100 linear feet of 30-foot pipe, we pay him for that at the end of the estimate (pay) period based on the unit price he was awarded."

Pennington likes the fact that she is constantly learning about new facets of the construction business and that she gets to meet new people. "Sometimes, we work with certain crews from beginning to end, and we get to know each person and who you can trust. The experience differs from job to job, but you get to know everybody's little quirks."

With the Route 288 project nearly complete, Pennington will move on to the sound wall extension project on Chippenham Parkway next. She likes the variety. While Pennington concedes that the job is not ideal on 100-degree days, she says that being recognized for her work is what keeps her motivated.

**How I Keep Virginia Moving:** "We construct roads to try to make things a little more convenient and to provide less congestion for the traveling public."

**Off the Job:** Pennington has two boys and she spends as much time with them as she can. "I like to fish, garden and do a lot of yard work. I'm an outdoors person."

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# They Keep Virginia Moving



## Bobby Perdue Electronics Technician Supervisor

When 11 signal technicians first gathered 'round a table in 1998 to discuss traffic lights, the group was promptly dubbed, "The Knights of Lights." Although the makeup of the Traffic Signal Field Technicians Roundtable has changed over the years, the name stuck, and so did Bobby Perdue, electronics technician supervisor in the Salem District.

"The 11 of us [Knights] represent 69 field service technicians who manage 2,224 traffic signals throughout the system," Perdue said. Facilitating Roundtable meetings three times a year gets him out of the office nearly as much as monitoring traffic signals from Botetourt County north of Roanoke to the North Carolina line. There was a time when signal malfunctions were reported to Richmond, and technicians had to drive all over the state to make repairs. In those days Perdue

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to make sure that  
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seemed to spend the day in a harness because he was always on a pole or in a cherry picker.

"I don't get out of the office as much as I once did," Perdue said. "We have field crews who are out every day making timing adjustments. They try to do the restorative maintenance during the day so they don't have to run around at night."

### VDOTer in Profile:

Today, signal technicians are located at each district office. Also, 75 percent of the signals are centrally controlled and can be adjusted with a few keystrokes of a computer. The other 25 percent are free running, and signal technicians must go to the site to investigate a problem. Perdue does much of the managing of the signal system through his computer, but he also coordinates the work of six other signal technicians who cover 12 counties. Luckily, the district headquarters is square in the middle of the Salem District.

Relatively new to the traffic signal field is video detection. It came to the Salem District in 1997. Cameras on poles look at the approaching traffic lanes and a sophisticated video processor runs algorithms to watch for changes in traffic patterns.

"Before video detection, we had slots and cameras in the pavement," Perdue said. "But with video detection, there is less maintenance, less cost and less disruption of traffic when we need to make a repair."

Currently video detection is available at only 30 percent of VDOT's traffic signals. Perdue also responds to citizen inquiries. In a week's time, he typically receives two or three complaints or comments from citizens, but if there is a severe thunderstorm, he might field "a couple dozen" phone calls.

**How I Keep Virginia Moving:** "We look for new technologies to make sure that traffic signal systems are operating properly and safely. Ideally, we never want to be seen."

**Off the Job:** "I fish a lot. I live in Franklin County and can have my boat in the water in 30 minutes. I have a Coast Guard Captain's license."

# They Keep Virginia Moving

## Ken "Snoop" Seward, Supervisor, Chesterfield Specialty Crew

Ken "Snoop" Seward got his nickname the way you might guess. His co-workers thought he looked like Rapper Snoop Dogg, and so that became his name his first day on the job 10 years ago. Now he's supervisor of the Chesterfield Specialty Crew in the Richmond District. He still goes by "Snoop" but with a decade of roadwork behind him he's experienced most every job and condition that you can imagine.

"There is always something different," he said. "We just pitch in wherever we are needed. We repair bridges, do concrete work, replace manhole covers, take care of drainage issues and install new signs."

### VDOTer in Profile:

Most sign crew jobs start when Seward receives blueprints of the sign layout for a road or highway from the district office. He goes out to the site to make sure that the plan on paper will work on the road. Then he and the crew go and install the signs. Foul weather is another specialty for Seward.

"We do the snow plowing or help out with whatever needs to be done. When the ice storm hit a few years ago, we assisted the Petersburg Residency by cutting trees from Petersburg to Nottoway."

Expertise and experience have led Seward to spend time as an instructor at VDOT's Training Academy in Thornburg (near Fairfax). He teaches new hires how to operate and perform maintenance on VDOT equipment such as chain saws, snow removal trucks, dump trucks and front-end loaders. He also teaches them how to program the variable message boards.

"There are about six or seven different kinds of variable message boards that we use at VDOT, but I haven't found one I can't program yet," Seward said.

**How I Keep Virginia Moving:** "We keep people moving in the right direction with one-way signs, speed limit signs and warning signs."

**Off the Job:** "I'm stuck on fixing things. I spend a lot of time working on cars. I also like to play basketball with my boys."


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# All in the Family

## Central Office

**Environmental Division:** Congratulations to Ahmet Anday, environmental programs manager, who received his professional engineering certification in December. The division has two new infant members of the family. Congratulations to Angel Deem, environmental commitments manager, and her husband, Brian, on the birth of a daughter, Isabella Rosemary, on Jan. 2. And congratulations to Robert Condrey, compensatory mitigation manager, and his wife, Bonnie, on the birth of a baby boy, Justin, on Jan. 21.

**Transportation and Mobility Planning Division:** "Way to go" to Walter L. Johnson, engineer, who was awarded the "George Award" for 2002 by the Employees Benefit Association of the Central Office. The award is given to an EBA member who has performed outstanding service to the organization.

## Culpeper District

**District Office:** Leitha Atkins, human resources generalist, and her husband, Briant, have a new baby girl. Madelyn Korrine. Congratulations!

Congratulations to John Whiteside, architect/engineer I in the Survey Section, on passing his licensing exam to become a professional land surveyor. Also, "way to go" to Brent Sprinkel, manager of the Structures and Bridge Section, on earning his professional engineer's license.

**Culpeper Residency:** Roy Tate, a 20-year veteran of construction in roadway and site development, has been named the assistant resident engineer for the residency. Tate came to VDOT in 1992 and has worked on such high-visibility projects as Interstate 95, 495 and 66 in Fairfax County. In 1998, Tate transferred to the Culpeper Residency where he has been the contract administrator for the past five years.

Congratulations to Greg Cooley, engineer trainee, on his promotion to residency planner. Cooley graduated from the Citadel as a civil engineer. His experience at VDOT includes assignments in Central Office and Culpeper and Charlottesville residencies.

**Louisa Residency:** Bernard E. (Trey) Watkins and his wife, Cristi, have a new son born Dec. 20 named Charles Hasher. Congratulations to mom and dad! Watkins is a transportation operator at Zion Crossroads AHQ.

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## Fredericksburg District

**Bowling Green Residency:** Congratulations to Michael Moss, transportation operator II at Tappahannock AHQ, and his wife, Kelly, on the birth of a son, Jackson Thomas, on Nov. 12.

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## Hampton Roads District

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**District Office:** George Wise, buyer specialist, recently earned the certified public purchasing officer (CPPO) certification. The CPPO certification requires a strong knowledge of basic and advanced procurement policies and procedures and a clear understanding of contract law. Wise competitively negotiates contracts for goods, services and supplies for the agency.

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## Lynchburg District

**Amherst Residency:** Gray "D.D." Rose was promoted from transportation operator II in the Bryant AHQ to equipment and service repair technician I in the Amherst Shop. Congratulations on your new assignment!

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## Northern Virginia District

**District Office:** Ilona Kastenhofer will return to the district to take the position of district urban engineer. She had been serving as state traffic engineer in the Central Office. Earlier, she was traffic engineering program manager in Northern Virginia.

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## Salem District

**District Office:** Congratulations to Clyde D. Landreth on his promotion to district pavement engineer. He has been working in the district Materials Section. Landreth has 15 years of experience working in the pavement field.

Welcome to R. Jay Terpenny Jr. new district asset manager. He comes from the Central Office where he served the last four years as an engineering tech for the statewide Inventory and Condition Assessment System.

Carl Smith has been promoted to assistant district maintenance engineer. He was serving in the Christiansburg Residency as transportation operations manager. Congratulations, Mr. Smith!

James Keene, engineer in the Location & Design Section, graduated from Old Dominion University in December with a bachelor's degree in civil engineering technology. Congratulations, Graduate!

Mike Harris, environmental specialist and his wife, Terri, are the proud parents of their third child, John Reagan, born Jan. 22. Thomas Haymaker, hydraulic engineer in Location & Design, has a new infant son, Thomas Jackson, born on Oct. 31. Congratulations parents!

**Christiansburg Residency:** Congratulations to Bert Sumpter on his promotion to transportation operations manager.

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## Staunton District

**District Office:** Carol Clatterbaugh, Fiscal Section, has been awarded the designation of fundamental payroll certification (FPC) by the American Payroll Association. The FPC designation is awarded upon the successful completion of a comprehensive three-hour exam covering fundamental payroll operations.

**Lexington Residency:** Congratulations to Thomas Sibold, supervisor, Triangle AHQ, who with his wife, Debbie, became proud parents of a new baby daughter on Oct. 22.

**Luray Residency:** Joseph E. Campbell was promoted from transportation operations manager I at the Luray Sign Shop to transportation operations manager II at the Luray Bridge Office. Congratulations!

## Obituaries

**Lawrence E. Akers**, 79, superintendent, Rocky Mount Residency, died Jan. 1; retired in 1987 with 35 years of service.  
**James R. Anderson**, 90, superintendent, Halifax Residency, died on Dec. 11. He retired in 1976 with 43 years of service.  
**Vincent E. Anderson**, 71, equipment operator A, Halifax Residency, died Jan. 17; retired in 1993 with 25 years of service.  
**Hughson Jordan**, 90, foreman, Louisa Residency, died Dec. 9; retired in 1974 with 25 years of service.  
**Elmo H. Orange**, 90, director of toll facilities, Hampton Roads Bridge Tunnel for 20 years, died Nov. 29; retired in 1976 with 47 years of service.  
**Thomas T. Perkins**, 80, equipment operator A, Dillwyn Residency, died Jan. 12; retired in 1987 with 21 years of service.  
**Bobby W. Sumpster**, 69, Salem District administrator, died Nov. 2; retired in 1991 with 40 years of service.  
**Rodney E. Weaver**, 60, superintendent, Salem Residency, died Dec. 4; retired in 1995 with 33 years of service.  
**Wilson W. Womack Jr.**, 58, arch/engr. mgr., Materials Section, Lynchburg District, died Nov. 15; he had 38 years of service.

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## Retirements

**L. R. Arnold**, arch.-engr. I, Bristol District, 36 years.  
**Harold L. Ball**, land acquisition agent II, Bristol District, 15 years.  
**Norman A. Bernier**, transp. oper. II, Elizabeth River Toll, 17 years.  
**Kathleen B. Betters**, engr. tech. III, Transp. Planning Division, 32 years.  
**Robert H. Betters**, engr. tech. III, Right of Way Division, 37 years.  
**Allen R. Breedlove**, transp. oper. II, Ashland Residency, 9 years.  
**J. W. Broache Jr.**, transp. oper. II, Saluda Residency, 29 years.  
**Charles E. Dodson**, engr. tech. III, Culpeper District, 34 years.  
**Carlton B. Chewing Jr.**, transp. oper. II, Culpeper Residency, 15 years.  
**Michael J. Clark**, eng. tech. III, Christiansburg Residency, 26 years.  
**C. T. Dotson**, oper. mgr. I, Lebanon Residency, 34 years.  
**Vincent Eanes**, transp. oper. II, Dillwyn Residency, 24 years.  
**Irvin D. Edwards**, arch.-engr. mgr. I, Franklin Residency, 26 years.  
**Luchy G. Epperly**, admin.-office spec. III, Salem District, 33 years.  
**R. R. Fitzgerald Jr.**, transp. oper. II, Amherst Residency, 32 years.  
**Melvin E. Gearheart**, arch.-engr. mgr. I, Salem District, 41 years.  
**William E. Hairston**, transp. oper. II, Tazewell Residency, 9 years.  
**Donald R. Harding**, equip. repair tech. II, Equipment Division, 36 years.  
**Sam J. Henry**, transp. oper. II, Abingdon Residency, 17 years.  
**J. P. Horton**, equip. repair tech. I, Hampton Roads District, 35 years.  
**Alvin L. Jackson**, transp. oper. II, Williamsburg Residency, 5 years.  
**Matt Jackson Jr.**, transp. oper. II, Saluda Residency, 17 years.  
**John O. Jones**, policy planning spec. II, Salem District, 30 years.  
**J. D. Kaylor**, oper. mgr. III, Bristol District, 37 years.  
**Rodney L. Kunkel**, transp. oper. II, Fredericksburg Residency, 28 years.  
**Samie M. Lawless**, transp. oper. II., Martinsville Residency, 33 years.  
**John W. Lewis**, transp. oper. II, Sandston Residency, 27 years.  
**Ronald L. Marshall**, transp. oper. II, Harrisonburg Residency, 27 years.  
**Robert J. Martin**, equip. repair mgr., Richmond District, 10 years.  
**David A. Miller**, arch.-engr. I, Central Office, 22 years.  
**William R. Minter**, oper. mgr. I, Bedford Residency, 33 years.  
**Galen D. Motley**, transp. oper. II, Chatham Residency, 29 years.  
**R. L. Pickle**, transp. oper. II, Wytheville Residency, 37 years.  
**Beverly M. Ray**, media spec. III, Location & Design Div., 25 years.  
**Thomas F. Robertson**, trades tech. III, Salem District, 26 years.  
**Charlie M. Rodwell**, eng. tech. III, Traffic Engineering Div., 29 years.  
**J. L. Shelor**, eng. tech. III, Salem District, 40 years.  
**William S. Simpkins**, transp. oper. II, Christiansburg Residency, 12 years.  
**H. D. Smallwood**, oper. mgr. II, Wytheville Residency, 35 years.  
**James E. Smith Jr.**, transp. oper. II, Warrenton Residency, 15 years.  
**Norma S. Smith**, arch.-engr., Construction Division, 26 years.

**Larry W. Snead**, transp. oper. II, Halifax Residency, 31 years.  
**Roger L. Snead**, transp. oper. II, Halifax Residency, 30 years.  
**Hubert R. Sturgill**, transp. oper. II, Wise Residency, 26 years.  
**William W. Wade**, equip. repair tech. I, Richmond District, 30 years.  
**William C. Walker**, transp. oper. II, Rocky Mount Residency, 24 years.  
**Fred W. Weatherman**, equip. repair tech. I, Bristol District, 33 years.

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# Names in the News

## Clendenin is state bridge engineer



George Clendenin, P.E., has been promoted to state structure and bridge engineer and administrator of the Structure and Bridge Division. He succeeds Mal Kerley who is now chief engineer for program development. Clendenin has been assistant state structure and bridge engineer since 1992 and has managed the division's procurement and administration of consultant engineering services.

Clendenin joined the department as a structural engineer in 1970, became a senior engineer in 1973, and was promoted to structural engineer supervisor in 1979. He managed a number of important projects, including the design of bridges on I-66 in Arlington and Fairfax counties, the Robert E. Lee Bridge in Richmond, the Second Downtown Tunnel in Portsmouth, and the I-64 widening in Hampton.

He graduated from North Carolina State University in 1968 with a bachelor's degree in civil engineering, and he earned a master's degree in engineering from the University of Virginia.

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## Wroniewicz named to assistant ROW post

Gregory Wroniewicz, P.E., has been chosen for the position of state utility engineer in the Right of Way and Utilities Division. He replaces David Austin who retired. He came to VDOT and the division in 1999 as an engineer and became an engineer manager in 2001.

In his new position, Wroniewicz will set policies and procedures for the department's utilities manual, particularly for relocating water, sewer, gas, and other utilities involved in transportation projects. He will work closely with district utility engineers.

Wroniewicz began his work with VDOT after a successful career with Virginia Power. His last position there was as district manager in Fairfax, where he earlier managed division operations, including safety and construction. In previous years he was district manager in Warrenton for the utility, which he joined in 1963. Other assignments included positions as director of traffic materials, manager of construction, and director of engineering services. Wroniewicz earned a bachelor's degree in civil engineering at Virginia Tech.

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## Moore is Culpeper maintenance engineer

Bob Moore, Warrenton resident engineer for the past 15 years, has been named maintenance engineer for the Culpeper District. He replaces Bob Gibson who is retiring.

Moore, a Rappahannock County native, began his career with VDOT in 1961 in the Warrenton Residency, which at that time included Prince William County. Among other duties, he worked as a project inspector in Fairfax County on projects such as I-95 (currently I-395), the Shirley Highway, and the complex highway interchange around the Pentagon, which in 1970 was the largest interchange under construction in the nation and which was known then as the "Mixing Bowl" project.

In 1973 he was promoted to project engineer and transferred to the Leesburg Residency. He returned to the Warrenton Residency as assistant resident engineer in 1981 and became resident engineer in 1987.

## Kelsh will guide research operations

William E. Kelsh has been assigned a new role as associate director for research operations for VDOT's Transportation Research Council in Charlottesville.

In his new role, Kelsh will assist VDOT's director of technology, research, and innovation, Dr. Gary Allen, with formulation of policy and strategic plans for the research council. He also will serve as the key deputy to Allen for daily matters at the council. Since 1990, Kelsh has had responsibilities for the council's budget, personnel, procurement, information systems, and liaison with the University of Virginia.

Earlier positions held by Kelsh include research scientist, in which he evaluated traffic records at the local, state, and national level in order to recommend improvements in Virginia's traffic records keeping. He also served as the council's information systems coordinator. Kelsh holds one master's degree in urban and environmental planning and another in computer science from the University of Virginia.

## Wamsley is assistant Environmental Division administrator

J. Cooper Wamsley has been named assistant division administrator for the Environmental Division. Since 1995, Wamsley has overseen VDOT's statewide environmental studies program.

Earlier, Wamsley was an environmental program planner for VDOT, managing the Environmental Division's portion of the statewide project management system. Before that he managed the division's cultural resource program. He joined VDOT in 1984 as an environmental specialist.

Wamsley came to VDOT after completing course work toward a doctoral degree in archaeology at Boston University. He holds a bachelor's degree in anthropology from the College of William and Mary and a master's degree in public administration and executive leadership from Virginia Commonwealth University.

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# Chief of Transportation Planning and the Environment

Three divisions have been located under the chief of transportation planning and the environment, Jeffrey C. Southard, who continues under the reorganization in a role similar to the one he has held. The divisions he leads are Transportation and Mobility Planning, Environmental, and Employee Safety and Health. Southard was previously assistant commissioner for environment, transportation planning, and regulatory affairs.

Southard sees the combination of these divisions as a natural association because "running through all three divisions is a common theme of regulation." In addition, he notes that the relation of long-range planning, the environment, and the impact of transportation projects is clearly established. "There are three phases that follow in order-the planning process, environmental studies process, and the location decision-making process," Southard added, "Those processes are naturally housed together so they arrive in concert when the Commonwealth Transportation Board makes a decision that the project should go ahead," he continued.

The new chief also noted that the planning and environmental units are combined in the Virginia Office of the Federal Highway Administration (FHWA), and the change in VDOT aligns our functions with FHWA's.

## Transportation and Mobility Planning Division

The Transportation and Mobility Planning Division maintains the essential responsibilities of the former Transportation Planning Division and adds mobility planning from the former Traffic Engineering Division. Kenneth E. Lantz Jr., P.E., who led the former Transportation Planning Division, will lead this consolidated division.

Division staff focus on three planning areas-policy, statewide planning, and district coordination of policy and planning. Primary responsibilities include statewide highway plan coordination, multi-modal planning, project scoping process, planning document review, and land use policy.

## Environmental Division

The Environmental Division continues to be administered by Earl Robb. The Roadside Vegetation Management Section has been transferred from this division to the new Asset Management Division. Also, the Landscape Design Section has been transferred to the Location and Design Division. The division has the lead responsibility for managing major location studies. Other functions of the division remain the same.

## Employee Safety and Health Division

The Office of Employee Safety and Health, which was located under the office of the assistant commissioner for administration before the reorganization, continues to be led by Wayne Varga. The division's functions remain intact.

### Divisions

- [Transportation and Mobility Planning](#)
- [Environmental](#)
- [Employee Safety and Health](#)

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# Chief Engineer for Program Development

This new operational unit is led by Malcolm T. Kerley, P.E., former state structure and bridge engineer. Kerley is responsible for all preliminary engineering activities as well as alternative project delivery methods, including public-private partnerships.

Two new divisions, Scheduling and Contract Development and Innovative Project Delivery, have been added to the four existing divisions: Location and Design, Materials, Right of Way and Utilities, and Structure and Bridge.

This combination of divisions enhances VDOT's program development, a term referring to the department's preparation of plans and contract documents required before highway projects can begin. Program development encompasses location and design of highway and bridge projects, research into materials best suited for projects, preparation of construction contracts for builders of projects, scheduling of construction of projects, purchase of rights of way for projects, and relocation of utilities that the projects will impact.

## Divisions

- [Scheduling and Contract Development Division](#)
- [Innovative Project Delivery Division](#)
- [Location and Design Division](#)
- [Materials -- Right of Way and Utilities -- Structure and Bridge](#)

### Coburn heads new scheduling division



Byron Coburn, P.E., heads up the newly established Scheduling and Contract Development Division after serving as Staunton district construction engineer since 1987.

Coburn had been

Saluda resident engineer from 1983-1987 and served as Charlottesville assistant resident engineer from 1976-1983. He was an engineer trainee from 1973-1976. He earned a B.S. in civil engineering at Virginia Tech. He served in Vietnam with the Navy Seabees, building bridges and other base facilities.

During his tenure in Staunton, Coburn participated on the statewide Steering Committee for Project Management, the I-81 Corridor Steering Committee, the Site Manager Committee, and the Joint Highway Cooperative Committee on Roadway Construction.

Coburn says, "These are exciting times" as VDOT

The four existing divisions located under the chief for program development are Location and Design, Materials, Right of Way and Utilities, and Structure and Bridge. They will be led respectively, by Mohammad Mirshahi, P.E., Andy Mergenmeier, P.E., and Stuart Waymack, who have been the division administrators, and George Clendenin, P.E., who was recently named state structure and bridge engineer (see Names in the News for story on Clendenin's promotion).

### Scheduling and Contract Development Division

The Scheduling and Contract Development Division is directed by W. Byron Coburn Jr., P.E.. (see below). This new division assumes the scheduling function from the former Programming and Scheduling Division and responsibilities of the former Construction Division for "pre-award" activities. This means that the division schedules each project so that it is most appropriately timed in the department's Six-Year Program. The division also takes highway and bridge plans and prepares contracts that will be used when the projects go to bid.

### Innovative Project Delivery Division

The Innovative Project Delivery Division will determine new and more effective ways to accomplish delivery of transportation programs, including new approaches for individual construction projects. For example, the division staff would determine whether the "design-build" approach, in which a contractor is responsible for the project from design through construction, is beneficial for some projects. An administrator for this division has not yet been named.

### Location and Design Division

Location and Design functions remain essentially the same, although design functions and staff associated with the former Traffic Engineering Division have been transferred to it. Also, the Landscape Design Section has been transferred from the Environmental Division to L&D.

### Materials -- Right of Way and Utilities -- Structure and Bridge

Missions of the Materials, Right of Way and Utilities, and Structure and Bridge

employees go about "rebuilding the belief that we can provide the services, products, and projects on time and on budget that we have been charged to develop."

divisions continue as in the past.

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# Chief Engineer of Operations

The chief engineer of operations oversees the reorganized Construction Division, now the Construction Management Division, and three new divisions. The new units are Asset Management, Mobility Management, and Security and Emergency Management.

C. Frank Gee, P.E., the new chief engineer of operations, had been acting chief engineer since early in 2001 and administrator of the former Construction Division before that. He says these divisions have been placed under one directorate to better align the functional areas of operations in VDOT. Doing so ensures that construction projects, after they are handed off by the chief engineer for program development, will be followed through construction to maintenance and operations functions in a consistent, effective and efficient process.

After a construction project moves through location, design, scheduling, and advertising, it transfers to the sphere of the chief engineer of operations, and the divisions under the chief engineer of operations take charge of the project and carry through to completion.

## Divisions

- [Construction Management Division](#)
- [Asset Management Division](#)
- [Mobility Management Division](#)
- [Security and Emergency Management Division](#)

### Liston moves to construction arena



Dan Liston has been named state construction engineer, and he will lead the new Construction Management Division.

Liston has been VDOT's state maintenance

engineer since 2000, working to ensure that the Maintenance Division had strategic direction and fiscal responsibility, and at the same time was customer-oriented. Previous to that post he had briefly served as deputy state maintenance engineer, leading the division's day-to-day operations.

From 1996-1999, Liston was district maintenance engineer in Lynchburg; from 1990-1996, he was resident engineer in Manassas; from 1988-1990, he held the post of assistant resident engineer in Fairfax; and from 1986-1988, he was assistant resident engineer in Lexington.

Liston earned his B.S. in civil engineering at Virginia Military Institute in 1984

The administrators of the nine VDOT transportation districts also report to Gee.

### Construction Management Division

The Construction Management Division oversees construction projects from the time their contracts are awarded until they are completed. Key responsibilities for the division are to provide policy and guidance for project administration, inspection, monitoring of schedules and budgets, contractor payments, environmental compliance, and quality of materials and workmanship on projects.

"Before, we had one Construction Division responsible for contract development, putting specifications together for projects, developing contracts for those projects, awarding those projects, and overseeing delivery of those projects," states Dan Liston, newly appointed state construction engineer and head of the division. "Now we will see these projects through to successful completion after they are given to the contractor."

Contract development is now included in the role of the Scheduling and Contract Development Division, another newly minted division, which reports to the chief engineer for program development.

### Asset Management Division

The new Asset Management Division combines most of the functions of the former Maintenance Division and Equipment divisions. It is led by Quintin Elliot (see story on Elliot below).

Also included in the new division will be the roadside development and outdoor advertising functions, which were located in the Environmental Division. The combined configuration will provide new means to manage VDOT's assets more efficiently, whether roadway infrastructure, office buildings, automotive shops, area headquarters or rest areas.

According to Elliot, the division will "identify where maintenance dollars are going and assure the public

### Quintin Elliot is keeper of VDOT assets

that they are going to the right places." This involves developing and implementing an asset management program that will itemize all assets and specify their conditions.

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He was just named administrator of the new Asset Management Division, which is the keeper of all of the facilities and equipment of the former Equipment and Maintenance divisions. That includes about 57,000 miles of roadways, thousands of vehicles and pieces of maintenance equipment, and VDOT's buildings for offices and operations.

Elliott takes reins of the new division after serving the past year as special assistant to the chief of operations. He learned a great deal about assets at the residency level, serving as resident engineer in Williamsburg for 10 years and as assistant resident engineer in Williamsburg and Franklin before that.

Elliott is a graduate of Virginia Military Institute where he earned a B.S. in civil engineering. He also is a major in the Virginia Air National Guard.

**Ray Khoury will tackle congestion**



Leading the new Mobility Management Division is Ray Khoury, P.E., district traffic engineer in Hampton Roads since 1997.

Khoury directed 60 staff members in Hampton Roads who were

engineering traffic in a nine-county district. He was charged with conducting engineering studies, implementing ITS technologies, reviewing construction plans, and also signing and pavement marking plans. Now he will oversee policy for statewide traffic engineering endeavors.

From 1991-1997, Khoury was senior engineer and project manager for the New York State DOT in Buffalo. From 1985-1991, he worked there as a civil engineer in the Planning Division. From 1983-1985, he was a junior engineer in the Maintenance and Design Division of New York City. He holds a master's degree in engineering management and a bachelor's degree in civil engineering from the State University of New York at Buffalo. His research activities include chairing a project panel on "Improved Safety Information to Support Highway Design" for the National Cooperative Highway Research Program (NCHRP).

**Mobility Management Division**

The new Mobility Management Division merges the former Traffic Engineering and Intelligent Transportation Systems (ITS) divisions. It is led by Raymond J. Khoury, P.E., who was district traffic engineer in Hampton Roads since 1997.

The division has a new focus-congestion management-while continuing the original functions of the two consolidated divisions. The new unit expands its purview to cover analysis of multi-modal management systems. A strong emphasis on safety will also be continued from the former traffic engineering entity.

Four assistant administrators, not yet named, will report to Khoury. Their separate focuses will be safety studies, systems analysis, ITS, and policy and coordination. "All four will increase their contacts with district traffic engineering staff and their coordination of efforts with them," Khoury states.

Two functions of the former traffic engineering unit-in-house design and consultant coordination-have been transferred to the Location and Design Division.

**Security and Emergency Management Division**

The Security and Emergency Management Division encompasses programs to provide heightened security and safety for VDOT employees, transportation systems, buildings, and information systems across Virginia. It is directed by Steven M. Mondul, formerly special assistant to the commissioner for security matters.

The new division oversees all aspects of security and emergency management statewide, including the Transportation Emergency Operations Center in the Central Office. An anti-terrorism program is an integral part of the division's purview, as are liaisons with national, state, and local security programs. Training for these responsibilities is an on-going responsibility of the division.



Steve Mondul is point man for VDOT's new Security and Emergency Management Division. As director, he will oversee all aspects of the department's statewide effort to protect personnel, facilities, equipment, and transportation infrastructure.

Mondul has been serving as special assistant to the commissioner and security coordinator for the past two years, during which he developed counter-terrorism initiatives. Before that he was director of VDOT's Emergency Operations Center. Earlier he was state hurricane planning officer and state hazard mitigation officer for the Virginia Department of Emergency Services.

Mondul's state service was preceded by a career in the U.S. Navy, from which he retired with the rank of captain. His last assignment was as director of operations, plans and readiness at the Norfolk Naval Base. He is a graduate of Miami University of Ohio.

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# Chief Financial Officer

The chief financial officer, Barbara W. Reese, directs a comprehensive financial group that will oversee fiscal, budgeting, and procurement activities, as well as any function related to funding allocations. Reese served until last spring as a fiscal analyst for the state Senate Finance Committee and before that as VDOT's director of financial planning and debt management.

Reporting to her will be six divisions, two of them newly formed. "By pulling these functions together we have developed a finance group that can take the leadership role in providing financial accountability," Reese stated.

## Local Assistance Division

The new Local Assistance Division provides "one-stop shopping" for local governments, VDOT staff, the business community, and citizens to receive information and guidance on a wide range of special funding programs for transportation projects. James S. Givens directs this division.

### Givens will guide funding programs



James S. Givens directs the Local Assistance Division, a newly instituted office that will provide policy and guidance on federal and state funding programs. Givens has served as VDOT's state secondary roads engineer for the past nine years,

responsible for 47,000 miles of roadway in Virginia.

After joining VDOT as a right of way agent in 1965, he was state right of way program coordinator and served on special assignment in the Management Services Division. He became assistant budget officer in 1983, and assistant secondary roads engineer in 1992. Givens is a graduate of Emory & Henry College.

The division must ensure the financial integrity of the Six Year Program and the efficient use of federal and state transportation revenues in VDOT's construction program.

## Innovative Finance and Revenue Division

The new Innovative Finance and Revenue Operations Division will be charged with

The division will provide program guidance on special federal and state funding programs critical to localities across Virginia.

Enhancement grants, revenue sharing for localities, congestion mitigation funds, safety project awards, and transportation improvements for industrial, airport, and recreational sites will be coordinated by this office, which will work closely with the operational units of the department.

## Programming Division

Another new unit is the Programming Division, which has for the first time consolidated all project authorization and project financial programming in one area. H. Charles Rasnick has just been named director of this division.

The division is responsible for redesigning the six-year programming process to include all projects on the interstate, primary, urban, and secondary systems, as well as the projects for mass transit, rail, bicycles, and pedestrians.

Staff work jointly with the Transportation and Mobility Planning Division to develop the Statewide Transportation Improvement Program (STIP). The STIP documents how federal funds will be used on transportation projects in Virginia. Federal funds can be used only on projects in the approved STIP.

### Rasnick has managed variety of programs



Charlie Rasnick, who began his career with the department in 1962, has been named director of the new Programming Division. He has been interim director since last August.

Rasnick's career has taken him through a series of important posts. From 1999-2002, he was

## Divisions

- [Local Assistance Division](#)
- [Programming Division](#)
- [Innovative Finance and Revenue Division](#)
- [Financial Planning Division -- Fiscal Division -- Administrative Services Division](#)

providing direction for the Commonwealth Transportation Board's debt and toll programs and innovative finance solutions, as well as Gov. Warner's financial plan requirements for projects costing more than \$100 million. [Deborah E. Brown](#) will assume leadership of this division in March. This division will work hand-in-hand with the Innovative Project Delivery Division.

**Financial Planning Division -- Fiscal Division -- Administrative Services Division**

Core fiscal operations, including budgeting, accounts payable, payroll, federal billing, and financial planning, will continue to be the responsibilities of the Financial Planning and Fiscal divisions. John Lawson will continue as director of financial planning and Stacy McCracken will continue as fiscal director. Procurement, Central Office physical plant, capital outlay coordination, and other support services will remain assigned to the Administration Services Division. Leonard Lao was named division director last fall.

**Deborah Brown returns to VDOT**



Deborah Brown will return to VDOT to head up a new innovative finance division. She had been VDOT's director of policy and planning for debt and innovative

finance from 1997-2000 and a project finance manager from 1994-1997.

Brown has been director of financial management for the State Road and Tollway Authority of Georgia since 2001 and had been an innovative finance specialist at the Federal Highway Administration's Southern Resource Center from 2000-2001. She worked in management, analysis, and sales in banking institutions earlier in her career.

She hold a B.S. in accounting and a master's in business from Virginia Commonwealth University.

administrator of the department's Urban Division, supervising the distribution of state and federal funds to municipalities for roadway construction and maintenance. From 1993-1999, he was assistant state secondary roads engineer, working with VDOT district and resident engineers and county representatives to coordinate funding for secondary road improvements.

From 1980 until 1993, Rasnick was a transportation planning supervisor in the Transportation Planning Division. In that position he managed the transportation planning program in Hampton Roads as well as in rural planning districts. During his career, he has taken the lead in developing a number of long-range transportation plans in Hampton Roads and in Northern Virginia. He joined the department 40 years ago as a construction inspector.

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# Chief of Policy and Organizational Development

The Chief of Policy and Organizational Development umbrella covers five divisions, two of them new. Constance S. Sorrell, formerly assistant commissioner for administration, leads this organizational group.

Together, these divisions address all the strategic issues facing VDOT and its employees. Consequently, their focus is on strategic planning and policy direction for programs covering all transportation modes. This strategic unit will provide decision support functions for management and take responsibility for the on-going development of the organization and its employees.

## Swanson has broad government experience



Tom Swanson, currently the executive director of the PIMA Association of Governments (the metropolitan planning organization), in Tucson, Ariz., has been named director

of VDOT's new Policy and Legislative Coordination Division.

Swanson has been a member of the board of the Association of Metropolitan Planning Organizations and was instrumental in the work that organization did in the crafting of the TEA-21 legislation. He serves on the Resource Allocation Advisory Committee for the Arizona Department of Transportation, which recommends allocation of statewide transportation improvements and estimates future revenues. Swanson assumes his VDOT responsibilities on Feb. 17.

Swanson holds a bachelor's degree in sociology and a master's in public administration from the University of Arizona. He has won several awards for the work done by the MPO, which includes innovative public participation processes employed by Swanson.

## Patteson brings training experience

### The Policy and Legislative Coordination Division

The new Policy and Legislative Coordination Division brings together under its purview all state and federal legislative and regulatory functions. The division is led by Tom Swanson. Coordination of all work on General Assembly activities and regulatory issues will be done here. All federal legislative analyses and regulatory reviews also will be done by this office. The division is responsible for policy issues analysis and decision support functions for VDOT and for other modes of transportation under the secretary of transportation's office.

### VDOT Learning Center

A VDOT Learning Center will be the catalyst for a new spirit of learning within the department. It will be supported by what is expected to be an expanding array of opportunities for employees to improve their skills and increase their knowledge base. [Barbara Patteson](#), who has been director of the Center for Corporate Training at J. Sargeant Reynolds Community College in Richmond, is the new VDOT Learning Center director.

Patteson gave a preliminary mission of the center as a strategic tool for VDOT to achieve its mission by enhancing individual and agency knowledge and performance.

The center will proceed to identify learning needs and to make learning programs available across the range of employee needs, from literacy training to graduate university work. The key emphasis for the first year of the center will be critical technical training, project management, and decision making.

### Human Resources Division

The Human Resources Division, directed by Patricia W. Bauguss, will turn over its training group to the new Learning Center but will retain other previous functions.

### Management Services Division

The Management Services Division will continue with its responsibilities under the direction of Larry D. Jones. The division will give special attention to performance measurement, strengthening strategic planning, and business process review.

## Policy & Organizational Development Divisions

- [The Policy and Legislative Coordination Division](#)
- [VDOT Learning Center](#)
- [Human Resources Division](#)
- [Management Services Division](#)
- [Equal Opportunity Division](#)



Before joining VDOT, Barbara Patteson was director for the Center for Corporate Training at J. Sargeant Reynolds Community College in Richmond. She

holds a bachelor's degree in mathematics from Longwood College and a master's degree in mathematics from the University of Tennessee. She has completed the course work for a doctoral degree in Educational Research and Evaluation at Virginia Tech.

Patteson has served in several other training and development positions in private and public organizations, including Dominion Resources, DMV, the state lottery, and the Department of Human Resources Management.

Managing the organization's Dashboard (which provides a status report on all construction projects under way) and the Quarterly Report to the Governor are also top priorities for this division. The division will turn over its legislative functions to the new Policy and Legislative Coordination Division.

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### Equal Opportunity Division

The Equal Opportunity Division will continue its work under a new director, Amanda Vallejo from Oregon.

### Vallejo comes from Oregon

Amanda Vallejo, VDOT's new EO director, comes from a position as chief of the Office of Civil Rights in the Oregon Department of Transportation. She has managed all EEO and contract compliance programs for that department since 1999.

Earlier, Vallejo managed socioeconomic programs for the Orange County Transportation Authority in Orange, Calif., directing small-business and disadvantaged-business programs and community relations. Before that she was director of small business development and EEO programs at the University of Southern California in Los Angeles. Prior to that she was assistant director of the Minority Business Development Center for the U.S. Department of Commerce.

She earned a bachelor's degree in finance from Columbia University in New York and holds graduate-level certificates from other universities.

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# Chief of Technology, Research and Innovation

Four units, three existing and one new, now report to the new chief of technology, research and innovation, Dr. Gary R. Allen, who has been director of the Virginia Transportation Research Council since 1989.

Dr. Allen seeks to consolidate all of aspects of the research and innovation process and provide strategic direction and leadership for both information technology applications and operations.

This operational group will benefit the department by ensuring that research, business process improvement, identification and implementation of best practices support, and information technology systems and applications serve and are aligned with VDOT's strategic mission and goals.

## Goodman will direct knowledge office



Carolyn Goodman will direct the VDOT Knowledge Management Office and will report to Dr. Gary Allen, director of technology, research and innovation.

Goodman has been serving as a special assistant to the secretary of transportation for the past year and has been director of the Office of External Partnerships, Grants, and University Relations at the Research Council since 2001.

Earlier she directed the Virginia Transportation Technology Transfer Center at the Research Council. Before that she was administrative manager for the Research Council, which she joined in 1993. She holds a bachelor's degree in business administration from Northeastern University in Boston.

operations but do not know how to access these key resources and existing technical know-how. VDOT's knowledge management office will use technology and other readily available methods to enable personnel from around the state to share lessons learned, innovative practices, and technical expertise and to use this knowledge to improve VDOT business practices.

## The Virginia Transportation Research Council

The Virginia Transportation Research Council (VTRC) is led by Dr. Allen and six associate directors. The nationally recognized transportation research organization is located in Charlottesville and is jointly sponsored by the University of Virginia. It provides comprehensive research, technical assistance, and technology transfer services in all aspects of transportation research to VDOT. The VTRC's staff of research scientists and technical experts ensures that VDOT is utilizing and applying state-of-the-practice solutions in construction, operations, and maintaining of Virginia's transportation system.

## The Information Technology Operations Division

The Information Technology Operations Division, which focuses on operations and infrastructure management for the department, continues under Thomas H. Bradshaw's leadership.

## The Information Technology Applications Division

The Information Technology Applications Division, which focuses on applications, data management, and software development for VDOT, is led as before by Murali Rao. Dr. Allen emphasized that both information technology operations and applications "will focus on projects and enhancements that support the delivery of the construction and maintenance programs on time and on budget."

## Knowledge Management Office

The newly established Knowledge Management Office is headed by Carolyn D. Goodman. The field of knowledge management asserts that complex, technical organizations often have the necessary skills and know-how to improve their own

## Technology, Research & Innovation Divisions

- [The Virginia Transportation Research Council](#)
- [The Information Technology Operations Division](#)
- [The Information Technology Applications Division](#)
- [Knowledge Management Office](#)